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Seventy-first session
Item 131 of the preliminary list*
Programme planning

Proposed strategic framework for the period 2018-2019

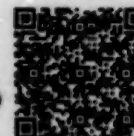
Part two: biennial programme plan

Programme 26
Internal oversight

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* A/71/50.



Overall orientation

26.1 The overall purpose of the programme is to enhance transparency and accountability and contribute to a high level of efficiency, effectiveness and goal fulfilment in the Organization. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out and report on any action to fulfil its responsibilities with regard to its oversight functions. The Office assists the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection, evaluation and investigation.

26.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B, 54/244, 59/272, 64/263 and 69/253, the Financial Regulations and Rules of the United Nations (ST/SGB/2013/4) and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The Office coordinates closely with the United Nations Board of Auditors, the Joint Inspection Unit and the Independent Audit Advisory Committee in order to ensure effective and efficient oversight in the Organization.

26.3 The Office strives to achieve accountability and transparency by supporting the Organization as it endeavours to establish an effective and transparent system of accountability and to enhance its capacity to identify, assess and mitigate the risks.

26.4 To that end, the Office will: (a) propose measures to assist the Organization in establishing an internal control framework, including a risk management capacity; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the Organization. This will be accomplished through the issuance of timely, high-quality reports on inspections, evaluations, internal audits and investigations, fully in accordance with applicable international standards and with the mandates of the Office as approved by the General Assembly.

26.5 The Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with, inter alia, internationally agreed sustainable development goals, including those contained in the 2030 Agenda for Sustainable Development (SDGs) and in the outcomes of the major United Nations conferences and international agreements since 1992. The Office also undertakes measures to support gender mainstreaming, including oversight of the United Nations gender mainstreaming efforts.

Subprogramme 1

Internal audit

Objective of the Organization: To improve the Organization's governance, risk management and control processes

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Increased contribution to the decision-making processes of Member States and enhanced ability of the Secretariat to take appropriate actions based on internal audits, to strengthen governance, risk management and control processes	(a) (i) Increased number of references in resolutions and use of the Internal Audit Division's reports, including thematic reports, in the decision-making of Member States, including on internal controls, processes and risk management (ii) Increased percentage of programme managers who express satisfaction with the quality and usefulness of the Internal Audit Division's reports
(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers	(b) (i) Increased percentage of audit recommendations accepted by programme managers relating to accountability, efficiency and effectiveness (ii) Increased percentage of audit recommendations implemented by programme managers

Strategy

26.6 The Internal Audit Division will continue, giving particular emphasis to quality assurance, the provision of methodological guidance and training for its staff, which should result in continued improvement in the quality, relevance and timeliness of its reports. The Division will also perform risk-based audits applying the International Standards for the Professional Practice of Internal Auditing to assist management in establishing and strengthening risk management, internal control and governance using a combination of assurance and advisory services. The Division will adapt its organization by reinforcing its capacity to meet challenges, such as the implementation of the enterprise resource planning system, enterprise risk management and major capital projects.

Subprogramme 2 Inspection and evaluation

Objective of the Organization: To strengthen accountability, learning, relevance, efficiency, effectiveness and impact in the implementation of programmes

Expected accomplishments of the Secretariat

(a) Increased contribution to the decision-making processes of Member States and enhanced ability of the Secretariat to take appropriate actions based on inspections and evaluations by the Office of Internal Oversight Services that assess the efficiency and effectiveness of programmes, thematic issues and self-evaluation capacities, the relevance of administrative procedures and the correspondence between the activities and the respective mandates

Indicators of achievement

- (a) (i) Increased percentage of programmes and thematic inspections and evaluations that have been used by Member States to inform decision-making on efficiency and effectiveness in the implementation of programmes, the relevance of administrative procedures and the correspondence between the activities and the respective mandates
- (ii) Increased percentage of programme manager respondents who express satisfaction with the quality and usefulness of the reports of the Inspection and Evaluation Division

Strategy

26.7 The Inspection and Evaluation Division provides independent evaluative evidence to enhance the Organization's accountability and promote learning. Evaluations and inspections contribute to improved relevance, efficiency, effectiveness and impact of the United Nations. The Division will contribute to the decision-making of Member States and strengthen the ability of the Secretariat to take appropriate actions by providing timely, objective, credible and relevant information on the Organization's performance. In coordination with other divisions of the Office and oversight bodies as appropriate, the Division will conduct evaluations and inspections, with cyclical coverage of programmes on a risk-assessed basis, using a standardized and methodological approach to ensure the quality and usefulness of its reports. To provide quality assurance for Secretariat self-evaluation work, the Division will conduct a biennial review to provide Member States with reasonable assurances about the credibility and reliability of reported results.

Subprogramme 3 Investigations

Objective of the Organization: To enhance accountability through investigations of possible violations of rules or regulations, mismanagement, misconduct, waste of resources or abuse of authority

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Improved quality and timeliness of investigations to enable effective action to be taken in relation to misconduct	(a) (i) Increased percentage of closure and investigation reports ^a that meet timeline targets (ii) Increased percentage of advisory and investigation reports for which processes for applying corrective measures commence within 12 months of the report issuance
(b) Increased awareness of United Nations personnel, including programme managers and others, to prevent or respond appropriately to misconduct	(b) (i) Increased number of United Nations personnel responsible for investigations or investigation tasks who receive investigation training (ii) Increased number of cases reported to the Office by United Nations personnel

^a An investigation report is a report in which misconduct has been substantiated. If misconduct is not substantiated, a closure report, not an investigation report, is issued.

Strategy

26.8 The Investigations Division investigates reports of possible misconduct and makes recommendations for appropriate action to promote accountability throughout the Organization. The Division conducts reactive investigations driven by reports of wrongdoing or misconduct submitted to it, and proactive investigations of high-risk operations.

26.9 The Division approaches issues of sexual exploitation and abuse in peacekeeping missions through cooperation with the Department of Field Support and mission personnel to form an overall response that emphasizes prevention, awareness and accountability. The strategy includes follow-up with troop- and police-contributing countries and military command. Economic fraud within the United Nations system is also targeted to promote accountability and safeguard the Organization's interests, assets and resources by limiting exposure to organizational risks.

26.10 The Division's direct responsibility ends with the release of an investigation report, but its work is part of a larger system of justice. As the Division's work is the entry point to that system, the quality and timeliness of the work is critical to the success of the system as a whole. The Division is considering ways to influence other parts of the system to increase the impact and value of investigations.

26.11 The Division's outreach services promote protection of the Organization's interests, assets and resources. The outreach services include advisory services to programme managers to encourage a preventative approach to wrongdoing and, in accordance with General Assembly resolution 59/287, the training of investigators outside the Office to improve the quality of first-response investigations and promote individual accountability, as well as awareness-raising activities aimed at informing United Nations personnel about the consequences of misconduct and the related mechanisms.

Legislative mandates

General Assembly resolutions

- 48/218 B Review of the efficiency of the administrative and financial functioning of the United Nations
- 53/207 Programme planning
- 54/244 Review of the implementation of General Assembly resolution 48/218 B
- 57/292 Questions relating to the programme budget for the biennium 2002-2003
- 59/270 Reports of the Secretary-General on the activities of the Office of Internal Oversight Services
- 59/271 Report of the Secretary-General on the activities of the Office of Internal Oversight Services
- 59/272 Review of the implementation of General Assembly resolution 48/218 B and 54/244
- 59/287 Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations
- 60/1 2005 World Summit Outcome
- 60/254 Review of the efficiency of the administrative and financial functioning of the United Nations
- 60/257 Programme planning
- 60/259 Report of the Secretary-General on the activities of the Office of Internal Oversight Services
- 61/245 Comprehensive review of governance and oversight with the United Nations and its funds, programmes and specialized agencies
- 61/275 Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
- 62/234 Reports of the Office of Internal Oversight Services and financing of the Procurement Task Force
- 62/247 Strengthening investigations

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| 63/263 | Questions relating to the programme budget for the biennium 2008-2009 |
| 63/265 | Report of the Office of Internal Oversight Services on its activities |
| 63/270 | Capital master plan |
| 63/276 | Accountability framework, enterprise risk management and internal control framework, and results-based management framework |
| 64/232 | Report of the Office of Internal Oversight Services on its activities |
| 64/263 | Review of the implementation of General Assembly resolutions 48/218 B, 54/244 and 59/272 |
| 65/250 | Report of the Office of Internal Oversight Services on its activities |
| 66/236 | Report of the Office of Internal Oversight Services on its activities |
| 67/258 | Report of the Office of Internal Oversight Services on its activities |
| 68/21 | Report on the activities of the Office of Internal Oversight Services |
| 69/252 | Report on the activities of the Office of Internal Oversight Services |
| 69/253 | Review of the implementation of General Assembly resolutions 48/218 B, 54/244, 59/272 and 64/263 |
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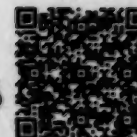
Programme 27

Jointly financed activities

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* A/71/50.



A. International Civil Service Commission

Overall orientation

27.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is also mandated, through Assembly resolutions 51/216, 52/216 and 67/257, to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall organizational reform and in the comprehensive review of the United Nations common system compensation package.

Objective for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve the regulatory framework for the conditions of service of the United Nations common system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Decision-making by the General Assembly based on accurate and complete data	Percentage of the Commission's recommendations approved by the General Assembly
(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	Percentage of common system organizations satisfied with the pay and benefits system
(c) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classifications for the United Nations common system	(i) Reduction in the time between the request for surveys and the carrying out of cost-of-living surveys and in the number of duty stations reviewed for hardship and mobility classification (ii) Increased number of entities of the United Nations system and other international and multilateral organizations that provide support to the least developed countries for their engagement in international processes related to the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015-2030

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| (d) Up-to-date daily subsistence allowance rate system | 100 per cent completion rate with respect to updates to the subsistence allowance rate system |
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Strategy

27.2 To accomplish its objectives, the Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on the administration of such systems; and (e) to provide substantive support to Member States and common system organizations (including staff federations) in the reform and maintenance of a coherent and effective human resources management system that is more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation

27.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and provide an independent view, through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination among the organizations of the common system. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

27.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of and shall be responsible to the General Assembly and, similarly, to the competent legislative organs of the organizations of the United Nations common system.

27.5 On the basis of its statute, the Joint Inspection Unit uses three management tools for the implementation of results-based management: its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The programme of work is submitted as part of the annual report through which the Unit reports on its performance and which is assessed by the General Assembly.

27.6 In accordance with article 19 of its statute, the Unit is assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

27.7 As established in the system of follow-up to the reports of the Unit, which was endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, it must issue recommendations that are specific, measurable, attainable, relevant and time-bound (SMART).

27.8 The secretariat of the Unit has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they have been issued for disclosure in the Unit's annual report.

27.9 The present strategic framework reflects how the secretariat of the Unit supports the work of the Inspectors, and is focused on measuring the performance of the secretariat. It should be recalled, however, that, in accordance with General Assembly resolution 63/272, oversight is a shared responsibility of Member States, the organizations and the internal and external oversight bodies.

27.10 The expected accomplishments of the secretariat, set out below, have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (A/63/34, annex III), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of resolution 63/272. In 2012, the Unit updated the strategic framework, as requested by the Assembly in its resolution 65/270 (see A/66/34, annex I). The following indicators are based on the revised long-term strategic framework.

Objective for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve the efficiency, effectiveness and relevance of the programmes and subprogrammes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions that improve the efficiency, effectiveness and relevance of the programmes and subprogrammes	(i) Increased rate of acceptance of system-wide recommendations by legislative organs and by participating organizations aggregated over the previous three years (ii) Increased rate of implementation of accepted system-wide recommendations by the participating organizations and by the legislative organs, aggregated over the previous three years
(b) Improved capacity of participating organizations to ensure timely and informed consideration of the Unit's reports and recommendations by their respective legislative organs	Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the online web-based tracking system
(c) Increased awareness and visibility of the Unit's reports and notes	(i) Increased number of outreach products related to the issuance of the Unit's reports, notes and management letters (i.e., Unit website and Internet articles, newsletters, e-mail alerts and press releases issued per biennium)

- (ii) Increased number of outreach activities related to the Unit's work (i.e., Unit focal point meetings, meetings with executive heads, report briefings to Member States, side events and report workshops organized per biennium)

Strategy

27.11 During the biennium 2018-2019, the work of the Unit is expected to benefit further from the results of the reforms implemented in previous years. As noted above, in its annual report for 2011 the Unit presented its revised long- and medium-term strategy (see A/66/34, annex I), which will determine the way the secretariat approaches its work, including: (a) the development of a more strategic approach to the selection of issues to be covered by the programme of work by actively engaging Member States, other oversight bodies, participating organizations and the United Nations System Chief Executives Board for Coordination (CEB) in the conceptualization of the programme of work and by staying abreast of major developments in key reform areas relevant to the work of the Organization: as requested by Member States, the programme of work will continue to focus on system-wide issues, aiming for consistency in strategic priority areas; (b) the strengthening of the follow-up system on the implementation of recommendations through the maintenance and further development of the Unit's web-based tracking system, as well as the development of key knowledge management and outreach strategies in order to ensure better use of the Unit's products; (c) the systematic and periodic review of the management and administration of participating organizations, which should allow the Unit to develop a system-wide overview and understanding of the performance of its participating organizations: such agency-specific reviews will also allow the identification of system-wide and systemic issues that need to be addressed in thematic reviews and evaluations; (d) the implementation of recommendations identified through the self-evaluation and peer review, undertaken during the biennium 2012-2013, of the Unit's activities in order to ensure that its work is based on state-of-the-art developments in the fields of evaluation, inspection and investigation; and (e) the enhancement of the capabilities of evaluation staff through appropriate training programmes in relevant areas of interest to the Unit: the strategic focus for such training will be on evaluation methodologies and investigation techniques and also in key areas of reform of the work of the United Nations.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

27.12 CEB is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their respective mandates and in response to the decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, assumed the mandate of the former Administrative Committee on

Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)) in 2001.¹ CEB has three pillars: the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group. The High-level Committee on Programmes supports policies, strategies and guidance for the United Nations system to meet emerging challenges relating to international cooperation and development. The High-level Committee on Management provides guidance on policies to, and promotes inter-agency cooperation and coordination among, the organizations of the system on administrative, management and security and safety issues of system-wide relevance and helps with the management of the common system of pay and benefits. The United Nations Development Group, which became the third pillar of CEB in 2008, is responsible for the coordination of country-level development operations. CEB, including the High-level Committee on Programmes and the High-level Committee on Management, is serviced and supported by a single, jointly financed secretariat, while support for the United Nations Development Group is funded separately.

27.13 During the biennium 2018-2019, the Board will continue to coordinate the activities of the United Nations system to support Member States in fully realizing and sustaining the implementation of internationally agreed development goals and the outcomes of United Nations conferences and international agreements, including the 2030 Agenda for Sustainable Development. It will deepen the understanding of and coordinate joint responses to high-priority global challenges, including those related to poverty eradication, sustainable development, climate change, humanitarian issues, preventing conflict and sustaining peace, the data revolution, and cybercrime and cybersecurity, in accordance with intergovernmental mandates; achieve the inclusive, purposeful mobilization of resources and capacities; enhance knowledge-sharing; and help to increase transparency and accountability. The Board will further strengthen the support of the United Nations system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; the Paris Agreement on climate change; the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (Istanbul Programme of Action); and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development. It will continue to actively support the mainstreaming of gender and youth perspectives into the design, implementation, monitoring and evaluation of the policies and programmes of the system, in accordance with intergovernmental mandates. In addition, the Board will continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, inter alia, by enhancing system-wide support for an effective and unitary security management system.

27.14 Through its High-level Committee on Programmes, CEB will continue to promote integrated solutions to the challenges of sustainable development, humanitarian action, peace and security, and human rights; maximize synergies among United Nations system organizations through joint actions; and foster system-wide normative and policy coherence in response to intergovernmental mandates. Enhancing the coherence and effectiveness of the contribution of the system to the realization of the implementation of the internationally agreed development goals, including the achievement of the Sustainable Development

¹ See Economic and Social Council decision 2001/321.

Goals and sustainable development, will remain a priority of the Committee. Concurrently, the Committee will continue to scan and identify emerging programme issues requiring a system-wide response and to support joint approaches, including by exploring new partnership models, on such priority issues as promoting peaceful, just and inclusive societies; preventing conflict and building resilience; water, energy and climate change; disaster risk reduction; migration and development; urbanization; gender and youth; and countries with special needs.

27.15 Through its High-level Committee on Management, CEB will further the cooperation among the United Nations system organizations in: advancing accountability and transparency; harmonizing human resources management practices, consistent with reforms approved by the governing bodies of member organizations; utilizing information and communications technology for better management and better programme delivery; and promoting best practices and lessons learned in the area of management through, inter alia, mutually recognized and increasingly harmonized business practices. In the area of human resources management, active collaboration will continue with the International Civil Service Commission and the organizations of the United Nations common system for the implementation of the decisions of the General Assembly following the completion of the comprehensive review of the United Nations system compensation package and on the harmonization of human resources practices and procedures. In the financial and budgetary areas, there will be continuing emphasis on: sustaining compliance with the International Public Sector Accounting Standards (IPSAS) throughout the system; expanding the common treasury services initiative; and furthering the development of financial and budgetary best practices. In the area of information and communications technology, attention will remain on strengthening the ability of agencies to, efficiently and in a coordinated fashion, address cybersecurity challenges, respond to calls for the coordinated use of enterprise resource planning systems and support the inter-agency coordination of the use of data and analytical capabilities.

27.16 The secretariat of CEB will continue to provide efficient and effective support in full compliance with the decisions adopted by Member States, including by ensuring that the discussions of CEB and its subsidiary machinery are supported by sound analytical material; supporting the Board and its subsidiary mechanisms in developing the structure, content and organization of their sessions; developing analysis and information to assist CEB in gaining greater understanding of possible duplication and overlap of activities in specific areas; and assisting the Board in developing a system-wide methodology for different agencies working on the same issues. The secretariat will also facilitate the regular and structured flow of information to United Nations system organizations and to Member States and the general public on inter-agency decisions, statistics on system-wide resources, policies and practices, and major trends and developments of concern to the system as a whole. The engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, and of the CEB secretariat with the Committee for Programme and Coordination will continue during the biennium 2018-2019.

Objective for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To leverage the collective capacity of the organizations of the United Nations system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced impact of intergovernmental mandates through improved coordination and coherence among United Nations system organizations	(i) Number of joint or complementary activities and/or system-wide initiatives developed under the auspices of CEB, its high-level committees and their networks to improve coordination and coherence on programmatic, operational and management issues, such as joint programmatic and management policies and approaches, and system-wide statements, strategies and preparations for and follow-up to major United Nations conferences and summits
(b) Improved delivery of intergovernmental mandates through increased efficiency and effectiveness of United Nations system organizations	Number of joint or complementary activities and/or coordinated system-wide initiatives developed under the auspices of CEB, its high-level committees and their networks to increase efficiency and effectiveness, such as common administrative procedures and practices, models, standards, guidelines and operational arrangements
(c) Improved decision-making by United Nations system organizations and Member States through enhanced data- and knowledge-sharing	Number of joint or complementary activities and/or coordinated system-wide initiatives implemented under the auspices of CEB, its high-level committees and their networks to enhance data accessibility and knowledge-sharing among United Nations system organizations and with Member States, such as the development of data sets, shared platforms, knowledge repositories, publications and websites
(d) Informed decision-making by Member States and the organizations of the United Nations system in relation to sustaining compliance with IPSAS	(i) All information on IPSAS standards is provided on time for consideration by the organizations of the United Nations system for the purpose of sustaining compliance with IPSAS (ii) All information on IPSAS compliance (post-implementation) by organizations of the United Nations system is reported on time to Member States

Strategy

27.17 During the biennium 2018-2019, the two High-level Committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions for the promotion of global, regional and country-level coherence within the work of the United Nations system and on management and administrative issues to enhance the capability of the organizations of the common system through the coherent and coordinated use of resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system in order to enhance their overall impact in helping countries to meet the internationally agreed development goals, including those set out in the 2030 Agenda for Sustainable Development. The United Nations Development Group will continue to promote coherence and coordination with regard to country-level operations. The High-level Committee on Management will utilize its functional networks on finance and budget, security, human resources, information and communications technology, procurement and legal and medical-related issues to disseminate best practices, modern management approaches and partnerships in all areas of management. As necessary, the three subsidiary mechanisms will draw on inter-agency networks, task forces, working groups and clusters to strengthen linkages between the normative and operational work of the system.

27.18 With regard to sustaining IPSAS compliance by the United Nations system organizations, the system-wide IPSAS team will focus on: (a) facilitating information-sharing and supporting organizations in sustaining IPSAS compliance, including support on specific technical issues and the monitoring and coordination of accounting/reporting diversity, through website and e-mail communication and reports and meetings; and (b) supporting input into and understanding of changes to IPSAS through the monitoring of developments, the formulation of submissions on draft standards, attendance at IPSAS Board meetings and the timely provision of information on such developments to the organizations of the common system.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

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| 31/192 | Statute of the Joint Inspection Unit |
| 50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238, 62/226 | Joint Inspection Unit |
| 62/246 | Report of the Joint Inspection Unit for 2007 and programme of work for 2008 |
| 63/272 | Report of the Joint Inspection Unit for 2008 and programme of work for 2009 |
| 64/262 | Report of the Joint Inspection Unit for 2009 and programme of work for 2010 |
| 65/270 | Report of the Joint Inspection Unit for 2010 and programme of work for 2011 |
| 66/259 | Joint Inspection Unit |
| 67/256 | Joint Inspection Unit |
| 68/266 | Joint Inspection Unit |
| 69/275 | Joint Inspection Unit |

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolutions and decisions

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| 13 (III) | Coordination Committee |
| 2001/321 | Further consideration of the annual overview report of the Administrative Committee on Coordination |

General Assembly resolutions

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| 62/208 | Triennial comprehensive policy review of operational activities for development of the United Nations system |
| 62/277, 63/311 and 64/289 | System-wide coherence |
| 66/8, 67/236, 68/20, 69/17 and 70/8 | Programme planning |
| 67/226 | Quadrennial comprehensive policy review of operational activities for development of the United Nations system |
| 70/1 | Transforming our world: the 2030 Agenda for Sustainable Development |



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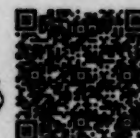
Part two: biennial programme plan

Programme 28
Safety and security

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* A/71/50.



Overall orientation

28.1 The purpose of the programme is to provide leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276 and subsequent resolutions.

28.2 The overall objectives of the programme are: (a) to enable United Nations activities by ensuring effective and timely responses to all security-related threats and emergencies; (b) to ensure effective risk mitigation through coordinated security risk management methodology, including a threat and risk assessment mechanism implemented in cooperation with authorities of host countries; and (c) to continue to develop best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

28.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce vulnerability and maximize resources, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working with all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network.

28.4 The work of the Department will be implemented under three subprogrammes: security and safety coordination, regional field operation coordination and field support. The change from two subprogrammes to three is proposed to better reflect the strategies and objectives, as well as the programmes and services that the Department delivers. For the period 2018-2019, the Department will continue to focus on enhancing the coordination of the United Nations security management system; ensuring the continuing formulation and implementation of policies and procedures for the security and safety of United Nations personnel and their eligible dependants, visitors, delegates, premises and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will continue to support the systematic determination by the United Nations system of the criticality of its programmes, especially in high-risk environments, in order to augment the security risk management approach followed by the United Nations security management system. The Department will continue to improve its security analysis capability and foster Member State collaboration. The Department will continue to lead in coordinating the activities of the United Nations system security and safety network. The Department will continue to examine measures to strengthen both human and financial capacity available in the Department in order to facilitate rapid response to security incidents and emergencies and to enhance crisis management within the United Nations system security and safety network.

Subprogramme 1 Security and safety coordination

Objective of the Organization: Staff members, delegates, visiting dignitaries and other visitors on United Nations headquarters premises and regional commissions conduct activities in a safe and secure environment

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Improved physical security and safety at United Nations headquarters locations and regional commissions	(i) Increased level of compliance with headquarters minimum operating security standards (ii) Decreased number of unauthorized entries to United Nations premises
(b) Improved coordination of the close protection of senior United Nations officials	Increased percentage of United Nations official travel notifications assessed and coordinated
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	All updates and testing of crisis, evacuation and contingency plans as required by the administrative phase at the duty station are fully complied with at all duty stations

Strategy

28.5 This subprogramme is the responsibility of the Division of Headquarters Security and Safety Services. The Division will provide strategic guidance and direction to the Security and Safety Services to support the programmes of the United Nations system. These Services provide round-the-clock security to the relevant premises and will continue to enhance the security and safety of the United Nations environment by: (a) increasing the level of preparedness for managing crisis and emergency situations; (b) coordinating the standardization of safety and security policies and monitoring their implementation; (c) implementing and complying with headquarters minimum operating security standards; (d) enhancing coordination of security- and safety-related efforts with the host country authorities; (e) enhancing security awareness among delegations and staff; (f) improving crisis and emergency response efficiency at United Nations headquarters locations and regional commissions; and (g) increasing the level of professionalism of security and safety personnel through the provision of specialized training, which will also maximize the utilization of officers for multiple specialized security roles. The Division will ensure that all United Nations personal protection operations are delivered in a systematic and coordinated manner.

Subprogramme 2

Regional field operation coordination

Objective of the Organization: United Nations programmes, staff members of the United Nations system, associated personnel and eligible dependants receive appropriate security responses, where applicable, enabling them to carry out activities in a safer and more secure environment

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Improved safety and security arrangements for the United Nations	(i) Increased percentage of approved security risk assessments endorsed by the Division of Regional Operations (ii) Increased percentage of residential security measures approved by the Division of Regional Operations or the Under-Secretary-General
(b) Enhanced preparedness for contingencies and crisis situations and response to security incidents	(i) Increased percentage of security plans endorsed by the Division of Regional Operations (ii) Timely activation of crisis management and crisis response system (iii) Timely deployment of assistance/support to the United Nations Security Management Team in crisis-affected countries where security exigencies develop suddenly or where security expertise is not available

Strategy

28.6 The strategy for implementing the subprogramme will focus on strengthening safety and security arrangements by: (a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) maintaining oversight throughout the security risk management process in order to provide support where required or requested; (e) updating security and safety modalities and operating procedures, and developing crisis-management response plans, capabilities and procedures; (f) coordinating with the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for their missions in the field; and (g) strengthening cooperation with the host country regarding the safety and security of staff members, facilities and equipment of the United Nations system. Additional efforts will focus on enforcing the accountability and responsibility of designated officials, field security officers and other participants within the framework of the mechanism of accountability. Efforts will also be made to increase the number of security management teams that undertake joint country planning as well as the number of United Nations agencies, funds and programmes that include cost considerations in their planning and delivery of programmes.

Subprogramme 3 Field support

Objective of the Organization: All United Nations personnel and all relevant actors within the United Nations receive safety and security knowledge and skills, as well as advice for safe air travel at all duty stations and reduced critical-incident stress

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Strengthened capacity of staff of the United Nations system to cope with critical-incident stress	(i) Increased percentage of staff and their families in the high-risk duty stations in the field that receive stress-management training (ii) Increased number of United Nations and partner counsellors trained in critical-incident stress management in emergency settings (iii) Increased percentage of affected United Nations staff who receive emotional first aid and psychological damage control following reported critical incidents
(b) Strengthened capacity among the United Nations security management system, managers (designated officials, security management team members) and United Nations personnel	Increased percentage of United Nations security system managers, security personnel and personnel who have completed mandatory security training programmes
(c) Improved capacity to locate staff and to provide members of the security management system with relevant security information	(i) Increased percentage of United Nations personnel and eligible dependants can be located at any given time at all United Nations locations worldwide (ii) Increased percentage of United Nations staff members with responsibilities in the security management system have access to the information management tools provided by the Department on the www.unsmin.org website, including the safety and security incident recording system, United Nations premises database, security risk management e-tool, cost share budget system, travel request information process, travel advisory and directory
(d) Enhanced information on air travel safety to all United Nations security management system personnel	Improved timeliness of services and advice relating to the suitability and use of air operators worldwide to assigned air travel focal points and Department of Safety and Security professionals

Strategy

28.7 The strategy for the subprogramme focuses on creating conditions to minimize security-related incidents by: (a) translating security and critical-incident stress

training standards into a coherent training programme for all participants in the United Nations security management system; (b) conducting regional workshops and seminars on security and safety issues and stress management; (c) developing and updating training materials, taking into account gender-specific issues; (d) providing counselling services to staff exposed to critical-incident stress; and (e) developing tools to ensure that all United Nations staff members with responsibilities in the United Nations security management system have access to information needed to perform their security functions.

Legislative mandates

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel
55/468	Security arrangements at the United Nations Office at Geneva
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel
56/286	Strengthening the security and safety of United Nations premises
57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system
59/211	Safety and security of humanitarian personnel and protection of United Nations personnel
59/276, sect. XI	Questions relating to the programme budget for the biennium 2004-2005: strengthened and unified security management system for the United Nations
60/123	Safety and security of humanitarian personnel and protection of United Nations personnel
61/263	Strengthened and unified security management system
65/132	Safety and security of humanitarian personnel and protection of United Nations personnel
67/85	Safety and security of humanitarian personnel and protection of United Nations personnel
68/101	Safety and security of humanitarian personnel and protection of United Nations personnel

Security Council resolutions

1502 (2003)	Safety and security of humanitarian personnel and protection of United Nations and associated personnel
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